

- promote the labour and industrial relations policy with employers, trade unions and employee representatives; and
- report to the *Project Manager* in a timely fashion any risks or issues associated with the above requirements.

## 23.4 Productivity

The *Contractor* shall ensure that the employers and employees use all available working hours as efficiently and productively as possible. Examples of working practices expected include (but are not necessarily limited to):

- all employees will be properly equipped and ready to start productive work at the required time;
- employees will remain at work until the designated finish time;
- breaks will be for authorised and stipulated periods and applied consistently; and
- the site layout will facilitate the most efficient and productive work time utilisation.

The *Contractor* shall ensure that all requirements and arrangements are applied consistently and transparently to all employers and employees.

## 23.5 Skills and Training

In particular they will be responsible for ensuring that all employees working on the contract:

- perform their work safely, with due skill and diligence and within their level of competence;
- participate in work that is effectively planned and organised;
- are supported by properly trained and effective supervisors and team leaders;
- are provided with appropriate plant, tools and equipment;
- assess, manage and report performance as required.

Employees' competence is to be determined by taking into account all relevant information, including any representations made by a duly appointed safety representative under the Health and Safety at Work Act 1974 and associated regulations.

#### 23.6 Recruitment

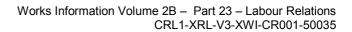
The *Contractor* will implement policies to ensure that all employers:

Page 23.2 of 4

Document uncontrolled once printed. All controlled documents are saved on the CRL Document System

© Crossrail Limited

CRL-RESTRICTED Version 2.0





- promote equality of opportunity;
- are committed to creating employment opportunities for people from disadvantaged groups and/or backgrounds;
- encourage and support local labour to take up opportunities to train, to develop skills, to gain qualifications and to take up employment opportunities on the contract; and

# 23.7 Trade Union Membership

The Contractor shall implement policies to ensure that all employers:

- do not prevent or discourage employees from joining trade unions;
- consider reasonable requests for "check off" arrangements;
- where "check off" arrangements exist, only make deductions where employees have given their written consent and have not subsequently withdrawn that consent; and
- provide recognised trade union representatives with appropriate facilities and right to time off to perform trade union duties in compliance with their statutory obligations.

### 23.8 Managing workforce relations

It is in the interest of all parties to prevent employment issues from escalating into disputes. In this regard the *Contractor* shall ensure:

- all employees are provided with clear and accurate details concerning their terms and conditions of employment and any policies and procedures applicable to their employment;
- early consultation with employees and/or their representatives (as appropriate) on any issues relating to site conditions, logistical requirements or site welfare facilities;
  - clear dispute resolution procedures (including appropriate disciplinary and grievance procedures) in compliance with the ACAS code and guidance;
  - a commitment from managers, employees, employee representatives and trade union officials to resolve issues quickly and in accordance with agreed procedures; and
- the provision of sufficient training and support for managers and shop stewards to perform their respective roles effectively in relation to dispute management.

The *Contractor* shall also ensure that arrangements are put in place in relation to the following areas:

Page 23.3 of 4

Document uncontrolled once printed. All controlled documents are saved on the CRL Document System

© Crossrail Limited